



REQUEST FOR PROPOSALS FOR A CONTINUUM OF CHILD WELFARE CASE MANAGEMENT SERVICES

PROPOSALS ARE DUE ON OR BEFORE FEBRUARY 25, 2015 12:00 P.M.

This Request for Proposal, (RFP) is issued under the provisions of the Ohio Revised Code (ORC) Sections 307.86 to 307.92. All proposals submitted in response to this RFP shall comply with Ohio law. The laws of the State of Ohio will govern any disputes arising under this RFP and any subsequent contract.

Franklin County Children Services Mission

Through collaboration with families and their communities, we advocate for the safety, permanency, and well-being of each child we serve in a manner that honors family and culture.

"PROTECTING CHILDREN BY STRENGTHENING FAMILIES"

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PART I-RFP TERMS AND CONDITIONS

1. PROPOSAL SUMMARY

Franklin County Children Services (FCCS) is seeking public or private organizations or a network of organizations (Managed Care Entity(s) hereinafter "MCE") to provide a full continuum of child protective and family centered case management services, with an emphasis on trauma informed care, to children and their families. The primary services include, but are not limited to, placement, kinship, parenting, parent mentoring, visitation, therapeutic intervention, pro-social activities, job skill readiness, etc., provided in the family's home or community. FCCS reserves the right to award one contract or multiple contracts. Each contract awarded will be for a designated number of case assignments per month; however, FCCS reserves the right to increase or decrease the monthly assignment of cases based on the MCE's contract performance. FCCS will exclude the following types of cases from the service population at the time of case assignment: Family in Need of Services (FINS) cases (excluding reopens), Direct Permanent Custody cases, disrupted adoptions, cases with Family Child and First Council (FCFC) involvement (as applicable), and courtesy supervision for child custodial agencies outside Franklin County. The MCE will work collaboratively with FCCS, the Franklin County Court of Common Pleas, Juvenile Branch (hereafter Juvenile Court), and other community resources, including but not limited to, churches, neighborhood organizations, schools, medical providers, mental health providers, alcohol/drug treatment providers, Department of Developmental Disabilities, and United Way systems.

FCCS' expectation is that contracting with a MCE providing a full continuum of care will result in improved outcomes for children and families, reduction in length of case openings and/or out-of-home placements, and reduced costs to the community.

The FCCS Procurement and Contracts Administration Department (FCCS Contracts) will manage the RFP process, including all communications related to the RFP, answers to all questions, release of any addenda, and processing of all responses. The initial contract term will be for a three-year period. Subject to the mutual agreement of the parties and continued funding for the project, contract terms and case rates will be negotiated for each subsequent contract renewal.

2. FCCS GUIDING PRINCIPLES

- a) We are Child Welfare Professionals
 - a. We constantly pursue excellence
 - b. We recognize the importance of providing effective and timely services
 - c. We value, respect and support each other
 - d. We are proud that we improve the quality of life for families in our community
 - e. We are fiscally responsible
 - f. We aspire to be culturally competent
- b) We Value Every Child
 - a. We respect the individuality of each child we serve
 - b. We advocate for each child's safety, permanency and well-being
 - c. We honor each child's family and culture
- c) We Honor Families
 - a. We respect families' strengths
 - b. We understand families are the experts of their own experience
 - c. We recognize that children are best served within their family and community
 - d. We separate what parents do from who they are
- d) We Value Partnerships

- a. Families have the right to be a part of the decision-making team
- b. Casework is the most important function of the agency team
- c. Families, communities and government share the responsibility to keep children safe

3. GENERAL INFORMATION

3.1. DEFINITIONS

- a) "Offeror" means the organization that submits a proposal to the FCCS Procurement and Contract Administration Department in accordance with the RFP instructions herein.
- b) "Response" means the material submitted by the Offeror in answering the RFP solicitation.
- c) "Provider" or "Vendor" is used generically as a reference to a provider of services.
- d) Contractor and MCE are used interchangeably and refer to the provider(s) who are awarded a contract pursuant to this RFP.
- e) References to the singular include the plural.

3.2. CONTRACT TERM AND FUNDING

The initial contract term will be for a three-year period. Subject to the mutual agreement of the parties and continued funding for the project, contract terms and case rates will be negotiated for each subsequent contract renewal.

At the end of the initial contract term or any contract extension, FCCS may extend the contract at the rates existing for the term then in effect to allow for adequate completion of FCCS' competitive procurement process.

3.3. ISSUING OFFICE

This RFP is released by and any subsequent contract will be with FCCS. The Contracts Department, in conjunction with direct service and/or administrative staff, will administer the contract. Interested providers should review the RFP for any conflicts, ambiguities, or omissions and e-mail any questions or concerns to: procurement@fcs.us.

3.3.1 LETTER OF INTENT

Interested organizations are requested to submit a "Letter of Intent to Submit Proposal" (Attachment 1, Exhibit A and A-1) to ensure they receive all communications regarding the RFP. Please refer to Section 3.4 for the date the letter of intent is due. Send your Letter of Intent via E-Mail to procurement@fcs.us or fax to the attention of Director of Procurement and Contracts Management, Fax # 614-275-2759.

3.3.2 RFP UPDATES

FCCS will issue all communication pertaining to this RFP via e-mail and post any addenda to the RFP on the [Franklin County Purchasing Website](#). Only those organizations who submit Exhibit A, the Letter of Intent, will be added to the distribution list for RFP clarifications, addenda, the Q & A Document etc. FCCS recommends that organizations submit e-mail addresses for at least two individuals so no important communication is overlooked.

Please notify FCCS, at the e-mail address shown above, of any change to the e-mail addresses submitted on the letter of intent. **FCCS is not responsible for incorrect e-mail addresses, undeliverable mail due to recipient's mailbox exceeding its limit, and/or other related e-mail or Internet service provider problems.**

3.4. PROCUREMENT SCHEDULE OF EVENTS

FCCS reserves the right to revise this schedule after providing reasonable notice. FCCS will distribute, via e-mail, any addenda, and/or clarifications to this RFP to all providers submitting a letter of intent to respond and will post addenda on the [Franklin County Purchasing Website](#).

SCHEDULE OF EVENTS

12/12/2014	Released to FCCS distribution list, 1 st publication in Columbus Dispatch, The Daily Reporter, and on the Franklin County Purchasing Website .
12/19/2014	2 nd Publication in Columbus Dispatch and The Daily Reporter
01/07/2015	FCCS requests that interested providers submit a Letter of Intent to Bid. E-mail the Letter of Intent to procurement@fccs.us . Although e-mail is preferred, letters may also be faxed to the Director of Procurement and Contract Administration 614-275-2759. Letter of Intent to respond due by 5:00 P.M. 01/07/2015 - Exhibit B).
01/21/2015	This is the deadline to submit questions or requests for clarifications. Interested providers may submit questions via e-mail to procurement@fccs.us no later than 5:00 P.M. Also, see Section 5 "Question and Answer Period."
01/28/2015	FCCS expects to release written responses to questions
02/25/2015	Proposals must be received no later than, <u>Wednesday, February 25, 2015 at 12:00 P.M. The date and time is absolute and final.</u> The clock in FCCS Purchasing Department will serve as the official record of the time and date that sealed proposals are received, and will be the sole factor in determining if proposals are received in time to be considered. <u>No extensions of time will be given.</u>
02/25/2015-May 2015	Proposal Review Period (estimated)
May 2015	Notification of intent to award (estimated)
June 2015	Proposed contract submitted to FCCS Board for approval (estimated)
TBD	Effective contract date to be negotiated

4. BID BOND AND PERFORMANCE BOND

4.1. BID BOND

An original bid bond in the amount of \$500.00 made payable to Franklin County Children Services or identifying Franklin County Children Services as the payee or obligee, must be included with each bid. The bond is to be in the form of:

- A Surety Bond
- A Certified Check, Official Check or Cashier's Check from a solvent bank or savings and loan association
- A Money Order from a solvent bank, savings and loan or the United States Post Office. Money Orders from other sources are not acceptable.
- Include RFP #14-08 on the Bond

FCCS will reject any other form of bond, including company or personal checks, and the bid will not receive further consideration.

Bidder's failure to provide the bond in the proper form, in the correct amount, and identifying the proper obligee will automatically result in FCCS classifying the bid as non-responsive and the bid will not receive further consideration.

Bid Bonds will be returned to all successful and unsuccessful bidders via U.S. Postal Service, certified mail, return receipt requested, within 30-days of contract award.

4.2. PERFORMANCE BOND

At the time of contract award, and before contract execution, the selected contractor must provide a Performance Bond made payable to Franklin County Children Services for the amount of the contract. The Performance Bond information page included in Attachment 1 must be completed and returned with the proposal.

5. QUESTION & ANSWER PERIOD

FCCS will accept clarifying questions regarding this RFP anytime during the question and answer period. Submit all questions to the following e-mail address: procurement@fccs.us. Questions about this RFP must reference the section number, heading, and page number for the provision under question. FCCS may disregard any questions that do not appropriately reference an RFP provision or location.

FCCS will not respond to any questions submitted after 5:00 p.m. on the day the question and answer period closes. See Section 3.4, "Procurement Schedule of Events."

6. AMENDMENTS

Any changes to the RFP will be by formal addendum. Addenda will be e-mailed, read receipt requested, to the individual(s) noted as the contact person on the organization's letter of intent.

7. REGISTRATION WITH FRANKLIN COUNTY

Parties interested in doing business with FCCS must register with the Franklin County Purchasing Department before the award of any contract. Interested parties may register with Franklin County Monday through Friday, 8:00 a.m. to 4:30 p.m., in the Franklin County Purchasing Department located on the 25th Floor, 373 South High Street, Columbus, Ohio, 43215-6314 or online at <http://www.franklincountyohio.gov/commissioners/prch/>. The Franklin County Purchasing

Department website will prompt an interested party to register automatically when attempting to download an Invitation to Bid or Request for Proposal. Failure to register prior-to the award of a contract may result in the recommended vendor determined to be non-responsive with the terms and conditions of the contract and may result in legal liability.

8. PROPOSAL COSTS

Costs incurred in the preparation of a proposal are the responsibility of the Offerors. FCCS will not contribute in any way to the costs associated with responding to a request for proposal, entering into contract negotiations, or costs associated with interviews and/or negotiations.

9. Proposal Validity

Unless stated otherwise, once opened all proposals are irrevocable for one hundred eighty (180) days. Beyond one hundred eighty (180) days, provider has the option to honor their proposal or submit a written request to withdraw their proposal from consideration.

10. PROPOSAL MODIFICATION

Offerors may modify their proposals at any time prior to the closing date and time for receipt of proposals. Modifications must be in writing and must be signed by the authorized signatory of the organization submitting the proposal.

11. WITHDRAWAL OF PROPOSALS

Offerors may withdraw a proposal prior to RFP closing date and time by submitting a written request, signed by the authorized signatory of the organization submitting the Letter of Transmittal, to the Director of Procurement. The withdrawal request must be faxed to the Director of Procurement at 614-275-2759 or hand-delivered to Franklin County Children's Services, Director of Procurement and Contracts Management, 855 W. Mound Street, Columbus, Ohio 43223.

12. ERRORS IN COST PROPOSALS

When mathematical errors are identified in a proposal, the unit price quoted will be used for calculating the correct cost. If the error is in the unit price, the proposal will be disqualified. Notice of a claim of right to withdraw such proposal must be made in writing to the Director of Procurement within two (2) business days following the proposal opening. (ORC §9.31)

13. PRESENTATIONS

Offerors may be required to appear before an evaluation panel composed of FCCS staff and others selected by FCCS to respond to questions from the evaluation panel and to present any additional information FCCS has requested. If FCCS requests presentations or additional information from one or more Offerors, the evaluation panel is not required to request information from all Offerors.

14. PUBLIC INFORMATION DISCLAIMER

In order to ensure fair and impartial evaluation, proposals and any documents or other records related to a subsequent negotiation for a final contract that would otherwise be available for public inspection and copying under ORC [Section 149.43](#) will not be available until after the award of the contract.

15. CONSIDERATIONS

Proposals in response to this RFP are to take into account any information communicated by FCCS in the FCCS Q&A Document for the RFP and any addenda to the proposal. Offerors are to base their RFP responses, and the details and costs of their proposed projects, on the requirements and performance expectations established in the RFP, NOT on details of any current or past contracts or RFP's.

Requirements under a current project may or may not be required by FCCS under any future contract and may not be useful information for those who choose to respond to this RFP.

Proposals submitted in response to this RFP must comply with the specifications stated herein. Failure to adhere to the formatting requirements may result in the proposal being determined non-responsive and may result in the elimination of the proposal from consideration. At the option of FCCS, any or all aspects of the successful proposal(s) will become contractual obligations. Failure of the successful Offeror to accept FCCS contract terms may result in cancellation of the award.

16. COMMUNICATION PROHIBITIONS

From the initial development phase of this RFP until an actual contract(s) is awarded, there may be no communications concerning the RFP between any person, organization, or other business entity that expects to submit a proposal and any employee of FCCS in the issuing office, or any other FCCS employee, or any other individual regardless of their employment status, who is in any way involved in the development of the RFP or the selection of the provider. Any attempt at prohibited communications may result in a prospective provider being disqualified from responding to the RFP or result in a proposal being found non-compliant with the terms of the RFP.

The only exceptions to this prohibition are as follows:

- a) Communications with the Procurement and Contracts Management Department conducted pursuant to the RFP Q&A Period, or
- b) As necessary in any pre-existing or on-going business relationship between FCCS and any prospective provider that might submit a proposal in response to this RFP, or
- c) As part of any interview, proposal clarification process, or negotiations initiated by FCCS, that FCCS deems necessary in order to make a final selection.

FCCS is not responsible for the accuracy of any information regarding this RFP that was obtained or gathered through a source other than the RFP Document, the FCCS Q & A Addendum or other formal addenda to the RFP.

17. ETHICAL & CONFLICT OF INTEREST REQUIREMENTS

No contractor, individual, company, organization or any other business entity seeking a contract shall promise or give to any FCCS employee anything of value that is of such character as to manifest a substantial and improper influence upon the employee with respect to his or her duties.

No contractor, individual, company, organization or any other business entity seeking a contract shall solicit any FCCS employee to violate any of the conduct requirements for employees.

Any contractor acting on behalf of FCCS shall refrain from activities that could result in violations of ethics and/or conflicts of interest. Any contractor, individual, company, organization or any other business entity who violates the requirements and prohibitions defined here or in Section [102.04](#) of the ORC is subject to termination of their contract or refusal by FCCS to enter into a contract.

Violators, including FCCS employees, of Sections [102.03](#), [102.04](#), [2921.42](#) or [2921.43](#) of the ORC may be prosecuted for criminal violations.

18. LIMITED ENGLISH PROFICIENCY

Contractors must agree to comply with Ohio Administrative Code ([OAC §5101:9-02-01](#) and [OAC §5101:9-02-05](#)), as applicable, which require that contractors and sub-grantees receiving federal funds must assure that persons with limited English proficiency (LEP) can meaningfully access services. To the

extent Contractor assists LEP clients with an oral or written translator or interpretation services in compliance with this requirement, clients shall not be required to pay for such assistance.

19. INTERPRETER SERVICES

Contractor is responsible for providing, at no additional cost to FCCS or FCCS clients, certified professional interpreter services for clients participating in the program. This includes foreign languages and/or American Sign Language (ASL). Interpreter must be a neutral party; relatives, family members, friends, are not acceptable. Contractor is also responsible, at no additional charge to FCCS or FCCS clients, for provision of professional translation of written documents as needed and appropriate for the family's participation in the services and services decision-making. This includes provision of Braille documents if requested.

20. SUBCONTRACTOR

FCCS encourages partnerships with other providers of similar services for the purpose of giving providers the ability to offer specialized services or for capacity expansion. However, the intent is not for the contract holder to rely on subcontractors as their primary source of staffing or meeting the capacity requirements of the contract. Organizations considering the use of a subcontractor(s) for any part of the work described in this RFP must clearly identify the proposed subcontractor(s) and their role in providing services. The proposal must include a letter of support from the proposed subcontractor(s), signed by a person authorized to legally bind the subcontractor, indicating the following:

- a) The subcontractor's legal status, federal tax ID number, and principle business address
- b) The name, phone number, and fax number of a person who is authorized to legally bind the subcontractor to contractual obligations
- c) A complete description of the work the subcontractor will do
- d) A commitment to do the work, if the prospective provider is selected for the contract

21. UNRESOLVED FINDINGS FOR RECOVERY (ORC Section 9.24)

[ORC Section 9.24](#) prohibits FCCS from awarding a contract to any entity against whom the Auditor of State has issued a finding for recovery, if the finding for recovery is "unresolved" at the time of award. FCCS will review the Auditor of State's website prior to evaluating proposals. FCCS will not evaluate a proposal from any Offeror whose name, or the name of any of the subcontractors, appears on the website of the Auditor of the State of Ohio as having an "unresolved" finding for recovery.

22. FEDERAL DEBARMENT

FCCS will review the federal Excluded Parties Listings Website prior to evaluating proposals. FCCS will not evaluate a proposal from any Offeror whose name, or the name of any of the subcontractors, appears on the federal Excluded Parties List.

23. AFFIDAVITS REQUIRED

The affidavits listed below are in [Attachment 1](#) to the RFP document.

- a) Letter of Transmittal, [Exhibit C](#)
- b) Non-Collusion, [Exhibit D](#)
- c) Non-Discrimination and Equal Opportunity Affidavit, [Exhibit E](#)
- d) Delinquent Personal Property Tax, [Exhibit F](#)
- e) Compliance with Ohio Ethics Laws, [Exhibit G](#)

24. CONTRACT APPROVAL AND INITIATION

FCCS contracts are not valid and enforceable until the FCCS Board approves the contract and the contract is fully executed (signed by an authorized signatory of the recommended Contractor and the

Executive Director of FCCS). The selected Contractor may neither perform work nor submit an invoice for payment for any period prior to contract execution and the contract effective date.

25. FCCS RIGHTS AND CONDITIONS

- a) ORC Section [307.90](#) and [307.91](#) permits FCCS to reject all bids, waive technicalities, amend the original estimate, and to advertise for new proposals or bids on the required services if FCCS determines that award of a contract is not in the best interest of FCCS, prices submitted are excessive compared to the market, or the proposals are non-responsive.
- b) This RFP does not constitute an offer. Acceptance of proposals for review does not commit FCCS to award a contract. FCCS reserves the right to cancel, withdraw, or reissue this RFP in part or in its entirety up until the time a contract is signed by the FCCS Executive Director.
- c) FCCS is the final authority in determining if a proposal is responsive or non-responsive to the terms and conditions of the RFP.
- d) FCCS reserves the right to award a single contract, multiple contracts, or to reject any or all proposals or parts of proposals received.
- e) FCCS reserves the right to negotiate the scope of work and costs on proposals and to request Offerors to submit a best and final offer.
- f) FCCS reserves the right to modify the scope of the RFP and any resulting contracts to incorporate emerging best practices or services, operational, programmatic or policy rules and regulations, changes in technology, product substitutions due to unavailability of product specified, price changes, decreases or increases in funding, or decreases or increases in demand for services if the foregoing were unforeseen at the time of the RFP and the modifications are related to the original purpose of the RFP.
- g) FCCS may, at its sole discretion, waive minor errors or omissions in any proposal.
- h) FCCS reserves the right to request Offerors provide clarifications, make oral presentations, or submit additional information pertaining to their proposals.
- i) FCCS reserves the right to utilize any ideas submitted in proposals unless those ideas are covered by legal patent or copyright and are identified as such in the proposal.
- j) FCCS reserves the right, if additional funds become available, to make additional awards based on the remaining proposals submitted in response to this RFP and/or to provide additional funds to successful Contractors in lieu of releasing a new RFP.

26. SELECTION

- a) Recommended contract award will be to the organization whose proposal FCCS determines to be the most advantageous to FCCS, with price and other evaluation factors considered.
- b) At the completion of the evaluation process, FCCS will notify all Offerors of the status of their proposals.
- c) The FCCS Procurement Department will contact the organization being recommended for a contract to negotiate the final terms and conditions of the contract. Preliminary selection of a proposal does not guarantee that FCCS will award a contract. See [Section 24](#) "Contract Approval and Initiation."

27. CONTRACT TERMS AND CONDITIONS

Proposals will be contractual obligations if a contract ensues. Failure to accept these obligations may result in cancellation of the award. The contract includes FCCS Terms and Conditions and other mutually agreed upon terms, the RFP document, and Bidder's response to the RFP. A sample contract is available upon request.

28. POST PROPOSAL CLARIFICATIONS - DEBRIEFING

Unsuccessful Offerors may request information regarding proposal evaluations and non-selection by sending an email to: procurement@fccs.us or faxing a request to Director of Procurement and Contracts Management at 614-275-2759.

29. MEDIA

Only FCCS is authorized to issue news releases relating to this RFP, the evaluation process, contract recommendations, contract awards, and performance related to any Contract resulting from this RFP.

30. PROPOSAL SUBMISSION

FCCS must receive your proposal no later than the proposal submission deadline shown in Section 3.4, "Procurement Schedule of Events."

Hand deliver, courier, or mail proposals to the following location:

Franklin County Children's Services
Director of Procurement
855 W. Mound St.
Columbus, OH 43223

FCCS assumes no responsibility for delays caused by any delivery service or the U.S. Postal Service. Postmarking by the due date will not substitute for actual proposal receipt. Proposals may NOT be delivered by facsimile transmission or other telecommunication or electronic means. Hand delivered proposals may be delivered ONLY between the hours of 8:30 a.m. and 3:30 p.m., Monday through Friday, excluding holidays observed by FCCS and prior to the proposal due date. Proof of delivery includes either of the following:

- a) Dated receipt from FCCS or
- b) Dated invoice/receipt from a commercial carrier

FCCS is not responsible for proposals incorrectly addressed or for proposals delivered to any FCCS location other than the address specified above.

Proposals must be complete at the time of submission. All proposals and accompanying documents submitted in response to this RFP and accepted by FCCS are the property of FCCS and will not be returned. The submission of a proposal constitutes an offer to perform the indicated program services for the stated program costs. Proposals, including the cost proposal, are viable for 180 days. FCCS reserves the right to request a time extension from organizations submitting proposals.

PART II-PROJECT DESCRIPTION

31. EXECUTIVE SUMMARY

FCCS is seeking public or private organizations or a network of organizations (MCEs) to provide a full continuum of child protective and family centered case management services, with an emphasis on trauma informed care, to children and their families. The primary services include, but are not limited to, placement, kinship, parenting, parent mentoring, visitation, therapeutic intervention, pro-social activities, job skill readiness, etc., provided in the family's home or community. FCCS reserves the right to award one contract or multiple contracts. Each contract awarded will be for a designated number of case assignments per month; however, FCCS reserves the right to increase or decrease the monthly assignment of cases based on the MCE's contract performance. FCCS will exclude the following types of cases from the service population at the time of case assignment: Family in Need of Services (FINS) cases (excluding reopens), Direct Permanent Custody cases, disrupted adoptions, cases with FCFC involvement (as applicable), and courtesy supervision for child custodial agencies outside Franklin County. The MCE will work collaboratively with FCCS, the Juvenile Court, and other community resources, including but not limited to, churches, neighborhood organizations, schools, medical providers, mental health providers, alcohol/drug treatment providers, Department of Developmental Disabilities, and United Way systems. FCCS expects that contracting with a full service organization or network providing a continuum of care will result in improved outcomes for children and families, reduction in length of case openings and/or out-of-home placements, and reduced costs to the community.

All case related activities must be entered and maintained in the State Automated Child Welfare Information System (SACWIS) web-based application; if provider maintains or desires to maintain a separate data system, dual-entry will be required.

32. CURRENT FCCS PROGRAM INFORMATION

- a) 2013 Managed Care Program expenditures: \$22,039,800.00
- b) Current providers
 - a. National Youth Advocate Program
 - b. Permanent Family Solutions Network
- c) Current number of managed care cases assigned monthly: 53
- d) % of overall cases assigned to MCEs: 2011 - 26% of case openings; 2012 - 28% of case openings; 2013 - 30% of case openings.
- e) Median length a case is open: 8 months (see below).

As of 12.31.2013, about 42% of all children on the ongoing caseload were in custody. Of these, there were 1,600 in paid care for FCCS. Of those in paid care about 70% were in foster homes, about 25% were in residential centers and about 5% in group homes.

Based on recent cohorts, 2010 is the latest entry cohort that is valid for use of length of stay information at this time.

- The median length of stay for foster homes is about 134 days. 25th percentile is 33 days, 75th percentile is 450 days, and 95th percentile is about 1128.
- For residential centers, median is about 152, 25th percentile is about 50, 75th percentile is about 253, and 95th percentile is about 482.
- For group homes, median is about 50, 25th percentile is about 22, 75th percentile is about 148, and 95th percentile is about 467.

- For relative placements (agency custody) the median is about 85, 25th percentile is about 33, 75th percentile is about 226, and 95th percentile about 501.

The percentage of children who have re-entered our care within 12 months of discharge to reunification from our care has averaged about 20.5% over the past five calendar years (2009-2013). For all discharges, the rate of re-entry to our care within 12 months has averaged about 16.5%.

Over five years (2009-2013) about 8% of all custody discharges were finalized adoptions (817 out of 10344). Of those 817 discharges, the median time from removal from the home to termination of parental rights was 24.8 months. The 25th percentile was 16 months, the 75th percentile was 34.6 months, and the 95th percentile was 52 months.

For four years (2008-2011) of entry cohorts for ongoing cases, the median months case length episode was 7 to 9 months. The 25th percentile was 4 -5 months, the 75th percentile was 13 to 16 months, and the 95th percentile was 30 to 34 months.

33. PROVIDER QUALIFICATIONS

Minimum provider requirements to Submit Proposals

- a) Certification by ODMHAS for AOD and Medicaid behavioral health services
- b) COA, CARF, or JACHO (as applicable) accreditation is required of providers of social services, mental health services and preferred for providers of drug and alcohol services
- c) Provider must have on file a current cost report with the Ohio Department of Jobs and Family Services (ODJFS) and have established Title IV-E rates or must file a cost report with ODJFS following the first ninety days of operation.
- d) Provider, whether proposing as a sole contractor or as the lead agency of a network, must currently be a provider of direct service to children and/or families involving abuse, neglect and or dependency issues and where public agencies are mandated to intervene.
- e) Provider's staff must have experience in providing protective, child welfare services including serving children with serious behavioral problems, unruly and/or delinquent behavior, substance abuse, mental health, and developmental disabilities.
- f) Provider's staff should be culturally diverse, trained in cultural competence, and be committed to providing services in a manner that meets the diverse cultural needs of the population being served.
- g) Provider must have a plan for quality monitoring and continuous quality improvement.
- h) Minimum of three (3) years' experience working with a public or private children services agency or in related child welfare areas
- i) Provider must have a Franklin County office location at the time of contract signing
- j) Provider's staff must have appropriate licensing for their assigned position and duties
- k) Provider's staff or subcontractors may not be under investigation by their professional licensing boards
- l) Provider's staff and volunteers working directly with children and families must undergo and pass criminal background checks and SACWIS Central Registry checks.
- m) Provider's staff may not be employees of FCCS

- n) In a network, one agency must be designated as the lead agency or prime contractor, assuming responsibility for and signing the contract. The lead agency must also be the fiscal agent, and will be responsible for all financial and case records and will be liable for any breaches of the contract or applicable state and/or federal laws and regulations, and is liable for negligence in the provision of services.
- o) The organization must carry professional, general and automobile liability insurance in the amounts of \$1 million per occurrence and \$3 million aggregate minimum, with Franklin County Children Services designated as "other insured" and be able to document this insurance by providing a "certificate of insurance" with the RFP proposal submission
- p) Provider cannot have an "Unresolved Finding of Recovery" with the State Auditor's office or appear on the federal excluded parties list
- q) Have the administrative and fiscal capability to provide and manage the proposed services
- r) Must maintain adequate files and records and meet statistical reporting requirements
- s) Direct service staff must meet all requirements outlined in OAC Section [5101:2-33-55](#) Education and In-service Training Requirements for public children services agency (PCSA) caseworkers and Section [5101:2-33-56](#) Education and In-service Training Requirements for PCSA supervisors as detailed in Section 10.10 of the current Managed Care contracts.

34. SERVICE DELIVERABLES

The selected MCE shall provide a continuum of care service array to all family members with emphasis on family-based and trauma informed care that keeps children with their families and in their school and community with which they are most familiar. MCE shall promote and achieve permanency by identifying and supporting permanent family relationships for young people in out-of-home care. All Services apply to the entire family unless otherwise noted.

34.1. MCE REQUIREMENTS

- a) Acceptance of cases referred by FCCS Intake and Investigation, including, when applicable, retrieval of a child at the FCCS Intake office within 1-hour of notification of case assignment. Case Assignment to MCE will occur at FCCS case transfer to ongoing services, and will be random after exclusions apply. Once the excluded cases are diverted, the random selection process is applied until the monthly cap for cases assigned to the MCE is reached. For example if two providers are selected, the random assignment will be every third case (MCE #1, MCE #2, and FCCS Region). Once the monthly cap for the number of cases to be assigned to MCE is reached, all cases will be transferred to FCCS Regions. In the event a MCE receives additional cases in a given month, for instance assignment of companion cases, adjustments to case referrals will be made the following month.
- b) Acceptance of "blind order" case assignments. Blind Orders are defined as "any Intake referral of a youth made to FCCS from Juvenile Court that was linked to a Juvenile Court order prior to a formal FCCS assessment and investigation of that referral." In practice, these referrals represent youth who were brought to appear in Juvenile Court (by local police or by parents/others of the youth) and for whom Juvenile Court issues a court order requiring that FCCS immediately begin to provide service to the youth under either FCCS custody or under FCCS protective service status.

- c) Assessment of all the needs and strengths of the family including continuous assessment of risk and safety. MCE will be responsible for completion of the family assessment on blind order cases.
- d) Case management in accordance with all current applicable sections of the ORC and the OAC and future revisions. Child and Family Services Review (CFSR) standards related to safety, permanency and well-being.
- e) Continuation of case services until permanency for the child is achieved through the award of Permanent Custody to FCCS by Juvenile Court. Once a decision to seek permanent custody is approved by FCCS, FCCS will provide the legal representation; however, the MCE will maintain the case and provide case management until permanency is achieved.
- f) Continuation of case services until termination of custody for youth where the Juvenile Court has granted a Planned Permanent Living Arrangement (PPLA). Once a decision to seek PPLA is approved by FCCS, FCCS will provide the legal representation; however, the MCE will maintain the case and provide case management until permanency is achieved.
- g) Legal representation – MCE is required to provide legal representation at court hearings for abuse, neglect, dependency cases, being served by the MCE. For example, motions for custody, motions to terminate custody, motions for court ordered supervision, case plan hearings, etc.
- h) MCE is responsible for all cases assigned under the Contract that close and subsequently re-open within the warranty period (emancipated youth are an exception, see [Section 34.5.](#))
- i) MCE must adhere to current and emerging best practices in child welfare, changes in response to OAC and ORC changes and FCCS special initiatives as requested such as Neurosequential Model of Therapeutics (NMT), trauma informed care, etc.
- j) In the event of a dispute between FCCS and MCE regarding service delivery to a child or family, FCCS retains ultimate decision making authority for youth in its custody.
- k) MCE will not reject any of the following: any case assignment process such as the assignment process listed above in 34.1 a & b, any case originally assigned to MCE that has re-opened within the warranty period, youth who have emancipated from MCE, or any case in which the MCE has initiated case services.
- l) MCE will provide an onsite workspace for FCCS' Managed Care staff.

34.2. FAMILY SUPPORT SERVICES

- a) MCE must ensure that families linked to family support services by FCCS Intake prior to case assignment to the MCE continue services with the same service provider. MCE is responsible for paying the cost for the Family Support Services from the date the case is assigned in SACWIS to the MCE. To facilitate a seamless continuation of services, MCE must initiate contracts with the service providers used by FCCS as needed.
- b) 24 hour, 7 day, crisis intervention
- c) Respite Care Services (As defined by OAC [5101:2](#))
- d) Homemaker Services such as budgeting, assistance with household tasks, linkage to community services
- e) Home-based services such as individual or family counseling
- f) Advocacy for and assistance in accessing services including providing transportation for the family when necessary
- g) Linkage and facilitation of engagement to community services for families and children, when children are reunified with their family and when a case is closed
- h) Services to promote and achieve permanency
- i) Parenting education, skills building and parent mentoring delivered in the client's home and/or in the community

- j) Programming/services for children with developmental disabilities to age 21
- k) Services for unruly/delinquent youth
- l) Emergency material assistance for household items and expenses that, if provided, may prevent placement or enable a child to return home
- m) Protective Day Care as defined in OAC [5101:2-1-01](#) (B) (241)
- n) Transportation or assistance with transportation to ensure client can access services, attend court hearings, meet visitation schedule, etc.
- o) Provision of independent living and transition planning services to youth in custody in accordance with OAC [5101:2-42-19](#).
- p) Compliance with requirements of National Youth in Transition Database (NYTD). More information on NYTD can be found at <http://www.acf.hhs.gov/programs/cb/research-data-technology/reporting-systems/nytd>.

34.3. MEDICAL AND BEHAVIORAL HEALTH CARE

- a) Outpatient and inpatient mental health services, as indicated, which may include one or more of the following: assessments, treatment, and referrals to community providers (child and family as required)
- b) Partial hospitalization (day treatment) (children only)
- c) Treatment and/or referrals for sexual abuse or problem sexual behavior (Children only)
- d) Assessment and treatment for substance abuse (children only)
- e) Referrals for family members for substance abuse treatment
- f) Access to home health services including visiting nurses (children only)
- g) Access to medical services including inpatient care and treatment. (children only)

34.4. PLACEMENT SERVICES

Pursuant to FCCS' goal of using the least restrictive placement setting, MCE shall provide a full range of placement services including but not limited to foster care, residential and group home, kinship, emergency shelter care, transitional living, and respite care services for all assigned cases and all levels of care.

34.5. EMANCIPATED YOUTH SERVICES

- a) MCE must assume full financial responsibility for providing post emancipated youth services to young adults (until age 21) who have emancipated from the MCE in accordance with OAC [5101:2-42-19.2](#). Services may include, but are not limited to, application for benefits such as Medicaid, SSI, educational support, employment services, medical referrals, housing assistance, emergency food, and linkage to community resources. This responsibility may surpass the prescribed warranty period.
- b) Compliance with requirements of NYTD. More information on NYTD can be found at <http://www.acf.hhs.gov/programs/cb/research-data-technology/reporting-systems/nytd>.

35. DESIRED OUTCOMES

35.1. CFSR OUTCOMES

CFSR outcome standards (evaluated on 3/31 of each year for the preceding 12 months) and other Federal Standards/measures:

- a) **Outcome 1.1:** Of all children who were discharged from foster care to reunification in the 12-month target period, and who had been in foster care for 8 days or longer, what percent were

reunified in less than 12 months from the date of the latest removal from home. National Standard for this Outcome is 75.2% or higher

- b) **Outcome 1.2:** Median time to reunification at Exit - Of all children who were discharged from foster care to reunification in the 12-month target period, and who had been in foster care for 8 days or longer, what was the median length of stay in months from the date of the latest removal from home until the date of discharge to reunification? National Standard for this Outcome is 5.6 months
- c) **Outcome 1.3:** Of all children who entered foster care for the first time in the 6-month period just prior to the target 12-month period, and who remained in foster care for 8 days or longer, what percent were discharged from foster care to reunification in less than 12 months from the date of latest removal from home? National Standard for this Outcome is 48.4% or higher
- d) **Outcome 1.4:** Absence of re-entry of all children who were discharged from foster care to reunification in the 12-month period prior to the target 12-month period, what percent reentered foster care in less than 12 months from the date of discharge? National Standard is 9.9% or less
- e) **Outcome 3.1:** Children in care 24 months or longer discharged to permanency home prior to 18th birthday - Of all children who were in foster care for 24 months or longer on the first day of the 12-month target period, what percent were discharged to a permanent home by the last day of the 12-month period and prior to their 18th birthday? National Standard for this outcome is 29.1% or higher.
- f) **Outcome 3.3:** Aged out of care who were in care 3 years or more - Of all children who either (1) were, prior to age 18, discharged from foster care during the 12-month target period with a discharge reason of emancipation, or (2) reached their 18th birthday while in foster care but had not yet been discharged from foster care, what percent were in foster care for 3 years or longer? National Standard for this Outcome is 37.5% or less
- g) **Outcome 4.1:** Two or fewer placements children in care less than 12 months - Of all children who were served in foster care during the 12-month target period, and who were in foster care for at least 8 days but less than 12 months, what percent had two or fewer placement settings? National Standard for this Outcome is 86% or higher.
- h) **Outcome 4.2:** Two or fewer placements children in care 12-23 months - Of all children who were served in foster care during the 12-month target period, and who were in foster care for at least 12 months but less than 24 months, what percent had two or fewer placement settings? National Standard for this Outcome is 65.4% or higher.
- i) **Outcome 4.3:** Two or fewer placements children in care 24 months+ - Of all children who were served in foster care during the 12-month target period, and who were in foster care for at least 24 months, what percent had two or fewer placement settings? National Standard for this Outcome is 41.8% or higher.
- j) **Federal Child Safety Outcome 1:** Maintain Safety (no maltreatment recurrence) - Of all children who were victims of a substantiated or indicated maltreatment allegation during the first 6 months of a target period, what percent were not victims of another substantiated or indicated maltreatment allegation during the second 6-month period. Federal Standard for this outcome is 94.6% or higher.
- k) **Federal Child Safety Outcome 2:** Maintain Safety while in care (no maltreatment) - Of all children in foster care in time period, what percent were not victims of a substantiated or indicated maltreatment by a foster parent or facility staff member. Federal Standard for this Outcome is 99.68% or higher.
- l) Visitation for children and adults:

1. Child Visitation: at least 90% of all children will be seen by their caseworker every 30 days or less. There are certain categories of children who are required to be seen more frequently:
 - i. Children in Kinship or Foster Care must be seen in the placement setting within the first seven days of placement and monthly thereafter
 - ii. Children in Exceptional or Intensive Needs Foster Care must be seen in the placement setting within the first seven days of placement and then within every 14 days thereafter.
 - iii. Children in Residential Care must be seen in the placement setting within the first 10 days of placement and monthly thereafter.
 - iv. Children in Independent Living must be seen in the living setting within the first seven days of residence and monthly thereafter.
 - v. Children with in-home or out-of-home safety plans per FCCS policy
2. Adult Visitation: Mothers and Fathers must be seen monthly, and must be seen in their home at least once every 60 days.

35.2. CHILD PROTECTIVE OVERSIGHT EVALUATION (CPOE) REVIEWS

ODJFS conducts annual CPOE reviews and MCE cases will be subject to review with the MCE responsible to correct any case issues and/or identified practice concerns. In addition, FCCS conducts quarterly CPOE case reviews in an effort to align contract monitoring with CFSR/CPOE outcomes and practice standards. See [Attachment 3](#), CFSR/CPOE Practice Standards. The purpose of these reviews is to focus on continuous quality improvement in the areas of safety, permanency, and well-being.

NOTE: FCCS anticipates that during this contract period CFSR and CPOE practice standards will undergo changes at the federal level. FCCS will communicate changes as they become known and MCE will be expected to adhere to the new requirements.

35.3. OTHER CRITICAL INDICATORS

- a) Less than monthly face-to-face contact with children and adults
- b) Number of placement moves experienced by children
- c) Open case referrals resulting in FCCS investigation
- d) Increase in placement to more restrictive levels
- e) Parent participation with case plan objectives is none or partial
- f) Cases reopened in less than three (3) months
- g) Compliance with Infant Protocol
- h) Community and/or family concerns and inquiries
- i) Other indicators as may be required and agreed upon by the parties i.e. timeliness and quality of documentation including but not limited to: reunification assessments, initial case plans, case reviews, and activity logs.

36. CONTRACTOR REPORTING REQUIREMENTS

Providers who receive contracts for service under this RFP will be required to electronically report monthly and/or periodically on both the individual and the aggregate outcomes/outputs for services and resources provided to clients/families assigned to MCE.

37. EVALUATION OF PROPOSALS

Multiple FCCS departments are involved in the evaluation and scoring of proposals. In general, the breakdown of the final proposal score will be Technical Review 5%, Fiscal 30%, Logic Model 10%

Program Narrative 30%, and Previous contract experience/performance 25%. The steps in the evaluation process are as follows:

- a) Technical evaluation by the Procurement Department to determine if the proposal meets all requirements stated in the RFP.
- b) Fiscal review by the FCCS Audit Administrator and/or CFO including review of financial statements, proposed budget, cost effectiveness of the proposed program, and ability of the organization to implement and sustain the program.
- c) An FCCS proposal evaluation team completes evaluation of the Logic Model, Program Narrative, any required supporting documentation, and performance on previous FCCS contracts or previous contract experience (as applicable).
- d) Review of recommended proposals by FCCS Executive Staff including the proposal score, performance on previous FCCS contracts (if applicable), and reference feedback.

More detailed information on the evaluation model for this proposal is detailed in Section 45.

Proposals may be found non-responsive at any point in the evaluation process. If a proposal is non-responsive, the organization submitting the proposal will be notified and the proposal will not receive further evaluation.

38. TRANSITION PLAN UPON CONTRACT TERMINATION

In the event of contract termination by either party, six (6) months written notice must be given to the other party.

Upon notice of contract termination by either party, FCCS will cease all new case referrals to MCE. MCE will continue to provide the full array of case services for MCE open cases or cases that re-open during the notice period. Additional contract provisions related to contract termination or expiration will be finalized during contract negotiations.

PART III: PROVIDER RESPONSE SECTION

39. APPLICATION & SUBMISSION INFORMATION

Failure to comply with the following requirements may affect the consideration of the proposal. The entire proposal is to be submitted in an envelope or container labeled with the name of the organization, the RFP number and the title of the RFP. There are two separate sections which are to be included in the RFP envelope or container: **Section 1—Legal and Financial documents**, **Section 2—Logic Model and Program Narrative**. Include a copy of the Proposal Cover Sheet (found in Attachment 1) as the first page of each section. All pages of the RFP response must include the following: header with name of the organization; footer with page numbers in the format 1 of X. Documents containing scanned images must also contain page numbers to continue the sequence.

Any document submitted in response to this RFP that contains data or information identifying clients, foster parents, or caseworkers must have all identifying information redacted.

39.1. SECTION 1-LEGAL AND FINANCIAL

An **ORIGINAL** of the following items must be enclosed in a separate sealed envelope marked “Legal and Financial Documents” with the organization’s name, contact person and telephone number shown on the front of the envelope. This section must be bound or placed in a 3-ring binder, use tabs to identify each section as indicated below. Do not staple the documents. **Original documents must be signed with a blue ink pen by the individual authorized to legally bind the organization to fulfill the contract requirements. THIS SECTION IS TO BE SUBMITTED ONE TIME ONLY.**

- a) Proposal Cover Sheet (found in Attachment 1) – TAB 1
- b) Bid Bond – TAB 2
- c) Performance Bond Information Sheet (found in Attachment 1) – TAB 2
- d) Transmittal letter—signed in blue ink (found in Attachment 1) – TAB 3
- e) Non-Collusion Affidavit—signed in blue ink (found in Attachment 1) – TAB 3
- f) Non-Discrimination Affidavit—signed in blue ink (found in Attachment 1) – TAB 3
- g) Delinquent Personal Property Tax Affidavit—signed in blue ink (found in Attachment 1) – TAB 3
- h) Ohio Ethics Law—signed in blue ink (found in Attachment 1) – TAB 3
- i) Subcontractor Statement – signed in blue ink (found in Attachment 1) – TAB 3
- j) References - If not currently an FCCS provider with a master contract, three letters of reference from child welfare agencies or other agencies serving similar populations (found in Attachment 1) – TAB 4
- k) Cost Proposal (see section 39.1.1 for requirements) – TAB 5
- l) Budget Spreadsheet (Attachment 2) – TAB 6
- m) Insurance Certificate, Copy of Ohio Licenses if required for business, Copy of Accreditation and Certification – TAB 7
- n) CD or thumb drive containing entire proposal

39.1.1. COST PROPOSAL

The Cost Proposal must consist of the following parts and each response should be labeled, i.e. 39.1.1.1 (a) and presented in the order requirements are stated:

39.1.1.1. FINANCIAL STABILITY/RESERVES

Submit the following:

- a) Projected cash flow statement for years 1-3 of the contract term
- b) Narrative that describes how unanticipated costs will be managed
- c) Document the financial reserves of the responding agency and any other agencies participating in the proposal
- d) If the proposal is being submitted by a network of agencies, describe the shared financial risk
- e) If a Line of Credit (LOC) will be utilized, include the total amount of the line that will be dedicated to the Managed Care program and the collateral used to secure the LOC
- f) Most recent audited financial statements plus a copy of any Management Letter; if audit is over 6 months old, also submit unaudited internal year-end financial statements
- g) Include an organization chart identifying each key position and credentials required and a roster of current members of the board of directors
- h) Is the organization or any of its principal officers involved in litigation now or within the last two years? If yes, please explain fully the circumstances.
- i) Is the Executive Director involved in litigation? If yes, please explain fully the circumstances.
- j) Has the organization ever been cited for improper management? If yes, please explain fully the circumstances.

39.1.1.2. ASSUMPTIONS

The following assumptions must be considered in preparing your budget

- a) Cases assigned under the MCE contract will have a case warranty period of twenty-four months following case closure (emancipated youth are an exception, see [Section 34.5](#))
- b) Services for emancipated youth no longer in FCCS custody will be provided by MCE
- c) Organizations who currently hold an FCCS contract for managed care and who are awarded a new contract under this RFP will continue to serve all cases assigned under their current contract throughout the case warranty period applicable under the prior contract with no additional compensation.
- d) For budgeting purposes prepare your budget using 25 cases per month. (Note this number is for purposes of ensuring offers can be reviewed on a comparable basis and does not represent the actual number of cases that will be assigned to a contracted provider.)

39.1.1.3. PROGRAM BUDGET

Complete the Excel spreadsheet included with the RFP documents as [Attachment 2](#), including the proposed case rate for years 1-3 of the contract and a budget narrative. Print a copy of the entire Excel workbook and include under Tab 6.

39.1.1.4. MANAGEMENT OF CASES

Briefly describe how provider expects to structure and manage case loads. Consider management of any existing cases as well as cases that would be assigned under a new contract. (Use the assumption of 25 new cases per month for a new contract) Include total number of caseworkers, and an anticipated average number of cases per worker. Describe types of caseworker support staff, and their responsibilities. Indicate number of supervisors and managers for both casework and support staff.

39.1.1.5. PAYMENT METHODOLOGY

- a) Providers may propose one or more payment methods for the continuum of care. Some examples of payment methodology in child welfare are shown below. For any payment methodology submitted, provider must bear the full risk for the cost of the case.

b) Capitated Rate:

- Contractor is paid a capitated per child/per month rate as long as a child receives services
- Contractor is paid a capitated per case/per month rate as long as the case is open

c) Case Rate:

- Fixed case rate paid to a contractor in installments

d) Current FCCS plan

- Current managed care contracts are paid at 1/12 of the annual contract amount, one month in arrears

39.1.1.6. INCENTIVE PLAN

The contract will include a performance incentive plan with a pool of money (amount to be determined) that may be earned based on the MCE's level of achievement in meeting specific outcome measures, including CFSR measures related to Safety, Permanency, and Well-being, which are more fully described in Section 35. Additional measures of performance may be considered during contract negotiations.

Providers may submit a proposed incentive plan with their RFP response. The details of the performance incentive plan will be finalized during contract negotiations.

39.2. SECTION 2-LOGIC MODEL & PROGRAM NARRATIVE

An **ORIGINAL plus five (5) copies** of this section must be enclosed in a separate sealed envelope marked "Logic Model and Program Narrative" with the organization's name, contact person and telephone number shown on the front of the envelope. This section must be bound or placed in a 3-ring binder, use tabs to identify each section as indicated below. Do not staple the documents.

39.2.1. LOGIC MODEL – TAB 1

Respond to Section 34 using a "Program Logic Model" to address how MCE understands each service component and the intended results. Logic model should establish a visual tool for systematically linking the MCE's resources to its planned activities and, in turn, the desired results. This information should align with the stated outcomes in Section 35. The purpose of the logic model is to provide an overview of what the organization does and why, what is expected to be achieved, and how success will be measured. The specific details of each service component will be described in the program narrative. There should only be one logic model submitted and it should be no more than 2 pages long. Offeror must use the Program Logic Model Template found in Attachment 4.

For more information and guidance on logic models, use the following resources:

- https://www.childwelfare.gov/management/effectiveness/logic_model.cfm
- <http://www.wkkf.org/knowledge-center/resources/2006/02/wk-kellogg-foundation-logic-model-development-guide.aspx>

39.2.2. PROGRAM NARRATIVE – TAB 2

The program narrative should be prepared simply and economically, avoiding the use of elaborate promotional materials beyond those sufficient to provide a complete response. Prepare your response using the following criteria:

- a) 12-page limit (excluding attachments & Logic Model)
- b) 12-point font, Times New Roman
- c) Single spacing

- d) One-sided copies
- e) Respond to each section in the order given
- f) Use the Modern Language Association (MLA) or American Psychological Association (APA) citation and format style to give credit to sources that are not the Offeror's own

39.2.2.1. PROVIDER QUALIFICATIONS

Review Section 33, "Provider Qualifications." If there are any items MCE has not met or cannot meet, give a detailed explanation under this section. If all qualifications are met, indicate under this section.

39.2.2.2. SERVICE DELIVERABLES

See Section 34, "Service Deliverables," Provider response should address both the specific requirements of the section, and opportunities the MCE sees to develop unique services to meet the needs of children and families. The response to each section must be labeled in the order stated i.e. 34.1, 34.2, 34.3, 34.4, and 34.5.

As part of the response to this section, identify (name and publisher) any/all assessment tools used to evaluate the treatment needs of youth and family; and identify any/all assessment tools used to determine the appropriate level of care for youth being placed in foster care.

39.2.2.3. TRAUMA INFORMED CARE

Respond to each item in this section. Label your responses, i.e. 39.2.2.3 (a-e) and answer in the order stated.

- a) FCCS views Trauma Informed Care (TIC) as an integral part of family treatment. Discuss your agency's approach to TIC and all efforts to date to implement TIC into your direct client services. If not currently using TIC, discuss any plans to integrate TIC.
- b) If currently using TIC, discuss how you ensure that staff embrace the TIC philosophy and sustain the philosophy in practice.
- c) Identify the trauma assessment tool (name and publisher) used to evaluate youth and family's experience with trauma.
- d) How do you plan to communicate the need for TIC to your subcontractors?
- e) If applicable, provide a brief overview of TIC training including:
 - 1. How was TIC training obtained? Provide name of organization or individual who conducted the training and contact information.
 - 2. Number of staff that are currently trained in TIC and the number of hours of training in TIC that each staff member has completed.

39.2.2.4. CULTURE DIVERSITY INITIATIVE

Respond to each item in this section. Label your responses, i.e. 39.2.2.4 (a-b) and answer in the order stated.

- a) 62% of the children currently served by FCCS (on active, ongoing cases) are racial minorities. How does your agency address the various cultural issues minority youth and their families often face? Describe specific strategies used and programs offered.
- b) Race and ethnicity are significant factors in developing culturally diverse services. However, they are not the only factors. What other elements of culture does your agency address, and

what specific strategies do you employ to ensure that families will know that their background and culture will be respected?

39.2.2.5. CULTURE DIVERSITY TRAINING

Respond to each item in this section. Label your responses, i.e. 39.2.2.5 (a-b) and answer in the order stated.

a) Required Hours

Number of Cultural Diversity hours required by the organization for initial training for Direct Service Staff _____ # Hours required/year for on- going training_____.

b) Training Topics and Methodology

List the cultural diversity training topics that have been available to staff within the past three years.

39.2.2.6. STAFF DIVERSITY

The following is for informational purposes only and is not a part of the proposal evaluation.

Complete the following chart indicating the diversity of program staff who will manage the client cases:

Position	Caucasian	African American	Hispanic	Other
Program Mgr.				
LISW				
Case worker				
Other				

For your organization as a whole, state the total number of employees, and the percentage breakdown. For example, 50 total employees; 51% Caucasian; 38% African American; 7% Hispanic; 4% other. Give the same breakdown for clients served during a calendar year.

39.2.2.7. MCE SUPPORT OF STAFF

Describe approach to staff turnover, emotional fatigue, and how secondary trauma issues for caseworkers and support staff are addressed. How will MCE minimize disruption of client services and ensure continuity of services during transitions and staff vacancies?

39.2.2.8. CONTINUOUS QUALITY IMPROVEMENT (CQI)

Respond to each item in this section. Label your responses, i.e. 39.2.2.8 (a-b) and answer in the order stated.

a) Briefly summarize the organization's entire CQI process in terms of staff position responsible for CQI, areas reviewed, frequency of reviews, and how recommended changes are reviewed and action decisions made and implemented.

b) Describe organization's process for assessing client satisfaction, in terms of topics, frequency, who is surveyed (youth, parents, caseworkers), etc. How does the organization evaluate and use the information?

39.2.2.9. NETWORK SUBMISSION/SUBCONTRACTING (IF APPLICABLE)

Respond to each item in this section. Label your responses, i.e. 39.2.2.9 (a-b) and answer in the order stated.

a) A network of agencies submitting a single proposal for services must submit with the proposal, a signed letter of intent between the parties describing at a minimum:

- Identification of the lead agency, and other agencies comprising the network
 - A description of the rights, duties and obligations of the parties to perform the services that are required by this RFP
 - Communication processes and procedures between the parties
 - A conflict resolution process
- b) Provider may enter into subcontracts for the provision of services. The Provider must describe how the work provided by a subcontractor fits into the general provision of services planned in the proposal. Identify any proposed subcontracts or subcontractors in the proposal. See Section 20, "Subcontractor" for more information. The Subcontractor Statement must also be filled out (found in Attachment 1).

39.2.2.10. ORGANIZATION EXPERIENCE/PERFORMANCE

Current Providers:

Offeror must submit a summary of all performance improvement plans/corrective action plans issued by licensing or accrediting body(ies) from the most recent review period. The summary must include findings, response to findings, and status.

New Providers:

Offerors NOT currently delivering a managed care service should answer all questions in the program narrative using experience and data from Offeror's current delivery of a service similar in scope and size, with a child welfare entity. Outcome measures should be similar to CFSR and CPOE. Offeror must submit a summary of all performance improvement plans/corrective action plans issued by your licensing or accrediting body(ies) from the most recent review period. The summary must include findings, response to findings, and status.

39.2.2.11. START-UP/TRANSITION PLAN

Current Providers:

Provide a detailed contract transition plan for contract expiration or contract termination that includes identification of cases that can be closed and the parameters used to make that decision, and transitioning of remaining open cases to FCCS. Address how information will be communicated to current case members, the resources (cash flow) that will be available to continue to provide required services during the period between cessation of referrals and contract end, and transfer of all case-related documents to FCCS.

New Providers:

Provide a detailed start-up plan. Include time required to hire and train staff and execute any needed contracts prior to receiving case assignments. Indicate at monthly intervals the number of case assignments that can be accepted through year 1 of the contract.

Provide a detailed contract transition plan for contract expiration or contract termination that includes identification of cases that can be closed and the parameters used to make that decision, and transitioning of open cases to FCCS. Address how information will be communicated to current case members, the resources (cash flow) that will be available to continue to provide required services during the period between cessation of referrals and contract end, and transfer of all case-related documents to FCCS.

40. PROVIDER CHECKLIST

The following checklist is a guide to assist providers with assembling their proposal; the checklist is not meant to be a substitute for a careful reading of the RFP to ensure all required documents and attachments are included in the proposal submission.

IMPORTANT REMINDER-PROPOSALS DUE FEBRUARY 25, 2015 at 12:00 PM	
Section 1-Legal and Financial Documents – Tabs 1-7 <ul style="list-style-type: none"> • Proposal Cover Sheet • Bid Bond • Performance Bond Information Sheet • Affidavits <ul style="list-style-type: none"> ○ Transmittal Letter (signed and notarized) ○ Non Collusion Affidavit (signed and notarized) ○ Non Discrimination Affidavit (signed and notarized) ○ Delinquent Personal Property Tax Affidavit (signed and notarized) ○ Ohio Ethics Law/ Code of Conduct Affidavit (signed and notarized) • Subcontractor Statement (affidavits as applicable) • If not currently an FCCS provider with a master contract, three letters of reference from child welfare agencies or other agencies serving similar populations • Cost Proposal • Budget Spreadsheet • Insurance Certificate, Copy of Ohio Licenses if required for business, Copy of Accreditation and Certification • Electronic copy of complete proposal on CD or thumb drive that contains the budget spreadsheet 	
Section 2-Logic Model and Program Narrative – Tabs 1-2 <ul style="list-style-type: none"> • Proposal Cover Sheet • Program Logic Model – TAB 1 • Program Narrative – TAB 2 • Bound or placed in a 3-ring binder • Narrative is limited to 12 pages-Times new Roman 12-Point Font, excluding attachments and Logic Model 	

41. ATTACHMENT 1 – EXHIBITS A-J

42. ATTACHMENT 2 – BUDGET WORKBOOK

43. ATTACHMENT 3 – CFSR/CPOE PRACTICE STANDARDS

44. ATTACHMENT 4 – PROGRAM LOGIC MODEL TEMPLATE

45. EVALUATION TOOLS

The following evaluation tools are representative of the tools that are used to evaluate proposals. FCCS reserves the right to make modifications in the tools to accommodate variances in the type services required for a particular program of RFP.

45.1. TECHNICAL REVIEW

The technical review represents approximately 5% of total proposal score.

TECHNICAL REVIEW-RESPONSE CRITERIA
Proposal submitted prior to the closing date and time in a sealed envelope or container with the RFP number and organization name clearly marked on the envelope or container
LEGAL/FINANCIAL SECTION
One original copy submitted (bound with tabs)
Proposal Cover Sheet
Bid Bond
Performance Bond Information Sheet
Transmittal Letter (signed and notarized)
Non Collusion Affidavit (signed and notarized)
Non Discrimination Affidavit (signed and notarized)
Delinquent Personal Property Tax Affidavit (signed and notarized)
Ohio Ethics Law/ Code of Conduct Affidavit (signed and notarized)
Subcontractor Statement (signed) (affidavits if applicable)
Reference letters if required
Cost Proposal
Budget Spreadsheet
Insurance certificate with FCCS named as an additional insured
Copy of Ohio Licenses if required for business
Copy of Accreditation and Certification
Audited Financial Statement and any other unaudited financial documents required in the RFP
Electronic version of entire proposal (CD or Flash Drive)
LOGIC MODEL & PROGRAM NARRATIVE
Original plus five (5) copies (each bound with tabs)
Proposal Cover Sheet
Logic Model
Program Narrative
OTHER
Any attachments required to be submitted with RFP
Search was conducted and bidder does not appear on State of Ohio Auditor Website, Certified Search for "Unresolved Findings for Recovery."
Search was conducted, and bidder does not appear on the Federal List of Excluded parties Listing System.

TECHNICAL SCORE	POINTS
<ul style="list-style-type: none"> 10 Points: No missing forms; all requirements met 5 Points: Minor irregularity that in the sole determination of FCCS can be corrected without giving the offeror a competitive advantage 0 Points: Provider was found non responsive 	

45.2. FISCAL EVALUATION

The fiscal evaluation represents approximately 30% of proposal score.

FISCAL EVALUATION			
The model for the financial score is comprised of three parts: the KPI Score, the Budget Narrative score, and the Cost Effectiveness score. See breakdown examples of scoring below.			
SCORES			
KPI	BUDGET NARRATIVE	COST EFFECTIVENESS	TOTAL POINTS
SCORING METHODOLOGY			
Excellent	10	KPI: Provider meets or exceeds all 6 KPI targets Budget Narrative: Provider supports each budgeted item with documentation such as number of units of service per client, expected number of clients served, staff salaries and benefits, administrative expenses Cost Effectiveness: Total cost of program is reasonable related to number of clients to be served, is within FCCS budget for the program, administrative costs are reasonable number of staff positions to serve the program are reasonable	
Acceptable	6, 7, or 8	KPI: Provider meets 3 or more KPI targets Budget Narrative: Costs are supported relative to number of units of service, number of clients served, direct and indirect costs are supported Cost Effectiveness: Within FCCS program budget; acceptable administrative cost	
Marginally Acceptable	3 or 4	KPI: Optimal Cash Reserves, Total Revenue to Total Expenses, and Current Ratio do not meet targets Budget Narrative: Specifics regarding # of units, # of clients, and a breakdown between direct and indirect costs are not present Cost Effectiveness: Costs are within FCCS budget	
Unacceptable	0	KPI: Provider meets fewer than 2 KPI targets Budget Narrative: Incomplete information to support line items Cost Effectiveness: Costs exceed FCCS expectations for the program; exceeds costs of comparable proposals; excessive administrative costs; excessive staff costs	

45.3. LOGIC MODEL EVALUATION

The Program Logic Model represents approximately 10% overall proposal score. The Program Logic Model will be evaluated based on the following table.

LOGIC MODEL /Description of Program Activities and how they lead to Desired Outcomes				
10 POINTS	6, 7, OR 8 POINTS	3 OR 4 POINTS	0 POINTS	SCORE
There is ample evidence provided that the service should logically produce a measurable	There is some evidence provided that the service should logically produce a measurable output and	There is scarce evidence provided that the service should logically produce a measurable output and	There is no evidence provided that the service should logically produce a measurable output and	

output/outcome listed in <u>Section 35</u> and there is a complete description of a credible flow of: <ul style="list-style-type: none"> resources(inputs), activities(services), measured outputs, and measured short term outcomes that are well-aligned with the desired outcomes listed in <u>Section 35</u> 	outcome in support of <u>Section 35</u> , "Desired Outcomes," but the alignment is not completely clear and there is some description of a credible flow: <ul style="list-style-type: none"> resources(inputs), activities(services), measured outputs, and measured short term outcomes that are aligned with the Desired Outcomes listed in <u>Section 35</u> OR at least one of the bulleted items above is missing 	outcome in support of <u>Section 35</u> , "Desired Outcomes," but the alignment is not very clear and there is an incomplete or vague description of a flow of: <ul style="list-style-type: none"> resources(inputs), activities(services), measured outputs, and measured short term outcomes that are aligned with the Desired Outcomes in <u>Section 35</u> OR at least two of the bulleted items above is missing 	outcome in support of <u>Section 35</u> , "Desired Outcomes" OR no logic model/description is provided and there is no description of a flow of: <ul style="list-style-type: none"> resources(inputs), activities(services), measured outputs, and measured short term outcomes that are aligned with the Desired Outcomes in <u>Section 35</u> OR the outcomes proposed DO NOT ALIGN with the Desired Outcomes in <u>Section 35</u> in any credible way 	
Comments:				

45.4. PROGRAM NARRATIVE EVALUATION

The program narrative represents approximately 30% of the overall proposal score.

The FCCS scoring methodology is described below. Generally, the proposal evaluation team will be comprised of five evaluators. Each evaluator must substantiate their rating with supporting comments. The comments are intended to assist respondents in understanding the strengths and weaknesses of their proposal. The FCCS Procurement Department will share the comments with respondents after the conclusion of the RFP process.

Each section of the Program Narrative will be scored and totaled for a total program score.

MEETS OR EXCEEDS ALL REQUIREMENTS	ACCEPTABLE	MARGINALLY ACCEPTABLE	UNACCEPTABLE
10	6, 7, OR 8	3 OR 4	0

Below are some examples of how the above rating scale is used.

Rating	Score	Justification
Exceeds all requirements	10	Proposal gives clear and thorough detail regarding all elements required for the specific program. Response shows evidence that organization has past history of successfully addressing proposed elements, and/or has researched proposed elements and found empirical evidence of successful application, or has otherwise thought through the chosen response to the elements of the RFP and is able to explain the rationale for model as proposed. Proposed program makes significant and multiple efforts to engage, work with, and meet client needs, and there is a high probability of overall program success.
Acceptable	6, 7	Proposal gives clear and thorough detail regarding all elements required for

	or 8	the specific program. If not all elements are supported by research, the proposal still presents reasoned rationale for program components and positive impact on clients. Proposed program makes good effort to meet client needs and there is reasonable probability of program success.
Marginally Acceptable	3 or 4	Less detailed in addressing program elements but the plan would be acceptable. Proposal suggests that an average effort will be made to meet client needs. Probable success of program is questionable.
Unacceptable	0	Proposal fails to address essential program requirement, is unclear or lacking detail, plan is not organized, etc.

45.5. PREVIOUS CONTRACT EXPERIENCE/PERFORMANCE

Previous contract experience/performance will represent approximately 25% of the overall proposal score.